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5 March 1981

MEMORANDUM FOR: Deputy Director of Central Intelligence
FROM: Director of Central Intelligence
SUBJECT: Examination of NFAC's Operations

With Bob Gates on board, I would like to see us begin an examination of NFAC's operations and how they can be improved. Here are some thoughts I have to start with:

1. A look at the allocation of analytical effort. I have taken a broad look and reflected on the Community estimates and NFAC catalog. What is the number and nature of mini-evaluations, responses to queries, etc.?

2. How can we get an evaluation of those assessments and reports which lend themselves to a retrospective look to see how close to the mark we have been. I have already asked that this be done with the warning alerts which have been put out over the last year or two.

3. Evaluate the idea of maintaining on the computer the 40-50 key evaluations or intelligence estimates on the questions and subjects on which we and other policymakers are most frequently asked, or ask ourselves, or need to be updated on. This could be kept up to date with short notes on subsequent developments and from time to time be refurbished. This might be very useful, might be good discipline, might force a greater focus on arriving at firm conclusions, and, to boot, might save a lot of printing.

WJC
William J. Casey

cc: DDA

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